APPENDIX J.

Implementation Matrix by Timeframe

LOS ALAMOS CLIMATE ACTION PLAN

Implementation Matrix

The implementation matrix is a living document that will continue to evolve after CAP adoption. The following tables are organized by timeframe and summarize key implementation considerations such as lead department or agency, potential funding sources, and immediate next steps.

Legend:

Timeframe:	↻ = Ongoing	▶ = Immediate (1-2 yrs)	▶▶ = Near-term (3-6 yrs)	▶▶▶ = Mid-term (7-11 yrs)
Relative cost: Each action includes its relative cost, considering direct costs to the County and community, as well as cost savings. "Not estimated" means that the action was added or changed after the initial analysis.		$ = Low	$$ = Moderate	$$$ = High
Relative impact: Each action includes its relative GHG reduction or climate resilience impact, considering the needs it addresses and the scope and likelihood of impact. "Not estimated" means that the action was added or changed after the initial analysis.		= Low	= Moderate	= High
Scope of each action:		= Community	= County government operations	= Both community and County operations

Lead:

CDD:	Community Development Department	**CSD:**	Community Services District	**PD:**	Police Department
CMO:	County Manager's Office	**DPU:**	Department of Public Utilities	**PW:**	Public Works

Funding:

ATTAIN:	Advanced Transportation and Innovation	**CMAQ:**	Congestion, Mitigation, and Air Quality Improvement Program	**HMGP:**	Hazard Mitigation Grant Program	**NMED:**	New Mexico Environment Department
BIL:	Bipartisan Infrastructure Law	**DOE EECBG:**	Department of Energy Efficiency and Conservation Block Grants	**IIJA:**	Infrastructure Investment and Jobs Act	**PPRF:**	Public Project Revolving Fund
BRIC:	Building Resilient Infrastructure and Communities	**DOE WARP:**	Department of Energy Weatherization Assistance Program	**IRA:**	Inflation Reduction Act	**TAP:**	Transportation Alternatives Program
CDBG:	Community Development Block Grant	**EMNRD:**	Energy, Minerals, and Natural Resources Department	**LEDA:**	Local Economic Development Act		
CIG:	Conservation Innovation Grants	**HEEHRA:**	High-Efficiency Electric Home Rebate Act	**NEVI:**	National Electric Vehicle Infrastructure		

Ongoing

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE2.2: Expand electric energy resiliency					
↻	DPU	• IRA • IIJA • House Bill 233, Energy Grid Modernization Roadmap	$$$ 🍃🍃🍃	🏛	• Identify staff time and capacity needed to implement action • Continue to expand electric energy resiliency by investing in a diverse set of renewable energy sources such as wind, solar, geothermal, and nuclear, as well as energy storage • Work with DPU staff to align with existing initiatives and increase energy resiliency for the community through the Integrated Resource Plan (IRP) and by providing redundancies within the circuit systems • Research options, steps, and potential challenges to increase battery storage usage so that energy from renewables can be stored and used during peak hours • Explore establishment of microgrids within the systems for energy redundancy and security
MC1.5: Conduct recycling and composting outreach and education					
↻	PW		$$ 🍃	🏛	• Identify staff time and capacity needed to implement action • Build on existing programs to conduct commercial and residential education and outreach on recycling, composting, and waste management best practices, including identifying opportunities to expand programs • Develop commercial, single-family residential, and multifamily residential technical assistance program that offers recycling toolkits, welcome packets, online resources, and in-person outreach to help with waste prevention, recycling, composting, and sustainable purchasing, especially for new community members • Develop standardized waste collection systems for commercial and multifamily properties, including designated colors for collection bins for each waste stream, clear and consistent signage such as posters with "what goes where," and recommendations for front-of-house or public facing bins • Implement targeted commercial food scrap outreach that provides additional outreach for the largest generators (including hospitals, universities, and other institutions). Outreach should include information about known contamination issues that need to be addressed • Assess the waste stream to identify the largest commercial food waste generators • Design engagement/education campaign plans, including developing toolkits, printed and online resources and materials, and in-person outreach

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
NS2.1: Promote green stormwater infrastructure and low-impact development					
↻	CDD/ PW	• BIL • IIJA • NMED River Stewardship Program • CIG	$ $		• Identify staff time and capacity needed to implement action • Continue to invest in green stormwater infrastructure and incentivize low impact development (LID) projects by streamlining permitting processes, prioritizing vulnerable communities most impacted by extreme weather and climate impacts • Evaluate current permitting processes for LID projects and identify opportunities to simplify or streamline to better support LID projects • Utilize GIS and tools like iTree to understand the tree canopy coverage within the city to identify priority areas for additional tree canopy or other green stormwater infrastructure project investments such as rain gardens and bioswales • Building on current work, develop policies and programs that incentivize water-wise tree planting and work with NGOs to establish tree planting or GSI events • Identify ways to reduce concrete and asphalt surfaces in development and encourage addition of permeable surfaces

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CR1.2: Invest in public climate education campaigns					
	CMO	• Resilient Communities Fund • BRIC			• Identify staff time and capacity needed to implement action • Invest in public education campaigns about climate resilience and mitigation solutions in partnership with Pajarito Environmental Education Center • Tailor campaigns to educate and empower vulnerable communities, which often experience the earliest and most acute impacts of climate change, face historic and current inequities, and have limited capacity to adapt • Share climate information through targeted community outreach to develop capacity to address sustainability issues • Encourage schools to incorporate sustainability related topics and consider partnering with the Los Alamos High School EcoClub • Form a planning team with key partners, schools, and community groups • In collaboration with the planning team, outline the goals of the education campaigns and determine which vulnerable communities and groups will be the focus of the campaigns • Develop educational materials and messages that are relevant and accessible to the target audiences • Consider partnering with the medical community to educate about the public health impacts from climate change
CR1.3: Support the local food system					
	Lead: CSD Support: CMO	• Resilient Communities Fund • BRIC • NMED Environmental Justice Small Grants Program			• Identify staff time and capacity needed to implement action • Promote the Los Alamos Farmers Market on the County's website and social media and at County events • Support and promote community and backyard gardens through coordinated community education and regional collaboration • Collaborate with businesses and organizations such as LA Cares to provide resources and support for food security for all residents • Connect with existing food banks, urban agriculture and gardening organizations, farmers markets, and food security organizations in the county and region; understand what kind of support would be helpful for initiatives and programs already underway

Immediate

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.3: Encourage community energy efficiency and electrification retrofits					
▶	Lead: DPU Support: CMO Sustainability Manager	• IRA • New Mexico Clean Energy Grants			• Identify necessary staff time to devote to program development; secure funding for delivering free energy audits • Develop community-wide efficiency and electrification outreach and educational campaign program, including developing promotional/educational materials, reaching out to community organizations and leaders to understand best avenues for engagement (e.g., in-person workshops, tabling at events, social media posts) • Identify potential partners and gaps to supplement existing County programming • Educate property owners on potential energy-saving renovations to their buildings; focus on cost savings and public health benefits for residents, business, and landlords • Identify and compile list of existing incentives, funding sources, resources, and information; promote existing incentives and funding sources, especially for low-income households; focus on cost savings and public health benefits for residents, business, and landlords • Develop energy audit program, starting with a pilot program if appropriate; purchase additional DIY energy audit tools such as thermal cameras; provide free home energy audits • Provide information about specific retrofits (e.g., weatherization, energy efficient appliances, LED lighting, electric hot water heaters, space heaters, stoves, laundry dryers) • Market DPU's "Induction Cooktop Loaner Program" • Teach residents how to engage in decision-making regarding the ownership, generation, storage, distribution of, and transition to renewable energy • Provide information on available funding for all residents and share what incentives are available to relieve the financial burden for low-income residents. Notify the community when new funding opportunities become available through resources such as the County website, utility bill inserts, and pamphlets and brochures distributed at County events • Stay up to date on future clean energy financing options for low-and-moderate income households, such as through the New Mexico Climate Investment Center

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.4: Adopt green building standards					
▶	Lead: CDD Support: CMO Sustainability Manager	• Green Building tax incentives • IRA			• Identify necessary staff time to devote to implementation of action • Promote fossil fuel infrastructure reduction in new residential, commercial, and municipal construction by adopting a green building performance standard (examples include the Santa Fe County HERS Rating and Seattle Building Energy Performance Standard) • Research and decide on standards to adopt, based on noted examples, conversations with relevant parties and County staff, and Council direction • Develop education program, including developing promotional/educational materials • Educate the community on the cost and public health benefits this will provide for new buildings such as lower utility bills and improved indoor air quality • Consider combining outreach and education efforts with BE1.1 and BE1.3, as appropriate • Plan to provide technical assistance, educational resources, and outreach during this transition, especially for commercial users of natural gas appliances such as restaurants and community centers • Identify technical assistance needs (could be identified as part of outreach program from BE1.3 or contractor training program development from BE1.5) and develop plan for providing technical assistance • Research reflective roofing materials to reflect heat • Continue monitoring recent federal case law which determined that local governments are prohibited from banning new natural gas hook-ups

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T1.1: Promote EV adoption					
▶	CMO	• NEVI Formula Program • IRA • New Clean Vehicle Tax Credit			• Identify necessary staff time to devote to implementation of action • Encourage EV network expansion by educating the community on available tax incentives and rebates for EV purchases, with a focus on those available to low-income populations • Identify and compile list of existing incentives, rebates, funding sources, resources, and information about EV purchases, prioritizing those that prioritize low-income communities • Develop education program, including developing promotional/educational materials and brainstorming a variety of education avenues (e.g., in-person workshops, tabling at events, social media posts, information on County website) • Convert municipal small engines, lawn/garden equipment, and golf carts, to be fossil fuel free within ten years • Continue pilot for municipal small engine and lawn garden equipment to determine pros and cons • Develop policy to procure municipal small engine and lawn garden equipment. Policy should consider performance and economics with a strong preference for electric items • Develop transition plan for municipal small engines to be fossil free within ten years • Identify partners such as LANL and the school district to work together on fleet conversions to EVs • Currently in design phase for infrastructure needs to charge and store 60+ electric golf carts. Golf carts estimated delivery is 2025

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T1.2: Develop EV infrastructure plan					
▶	CMO/PW	• NEVI Formula Program • IRA Charging and Fueling Infrastructure Grant Program			• Identify necessary staff time to devote to implementation of action, including determining if there is in-house capacity to develop a plan. If not, hire a consultant • Develop and implement an EV infrastructure plan that prepares the County and community for the transition to EVs by mapping infrastructure needs • Partner with the Los Alamos Department of Public Utility, NMDOT, Los Alamos Public School, UNM-LA, and other organizations to develop strategies and identify barriers for EV readiness in key locations, including public spaces, schools, businesses, places of worship, and multifamily homes • Explore funding opportunities, such as federal grants and state incentives to support the planning and installation of EV infrastructure • Build and formalize partnerships with key relevant parties including the Los Alamos Electric Utility, NMDOT, schools, businesses, and community organizations • Map existing EV charging stations and areas that should be prioritized for EV chargers • Establish an EV working group to accelerate the development of charging infrastructure and a robust transition plan • Investigate shaded parking as part of EV infrastructure i.e. solar powered EV chargers

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.1: Expand mixed-use, transit-oriented development policies					
▶	CDD	• TAP			• Identify necessary staff and partners to involve, and determine the staff time needed to implement this action • Continue to expand land use zoning standards and codes, such as changes to parking minimums, to promote affordable, transit-oriented, and mixed-use development to reduce urban sprawl • Encourage building within walking distance of essential services, when possible, and promote existing complete streets policies and Public Works Design & Construction Standards • Support existing County policies to maintain and increase housing options for all residents by engaging with non-profit service providers who oversee daily operations of affordable housing homeownership, rental, and rehabilitation programs. Affordable housing policies may include a "rent-to-own" policy, where a portion of rent is set aside as capital towards the down payment of a housing unit • Begin a review of current land use zoning standards, parking minimums, and existing complete streets policies and identify areas for improvement of connectivity and affordability • Assess and map prime locations for mixed-development, transit connectivity, and priority intersections • Begin exploring additional affordable housing policy and vet with key staff, partners, and the community

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.6: Develop a CTR program					
▶	CMO				• Develop a commute trip reduction (CTR) program for County employees that builds on the "Drive Less Los Alamos" Walk, Bike, Ride, Carpool Initiative • Continue to provide resources on the Los Alamos County Trail Network, cycling safety measures, Atomic City Transit and Afternoon Express routes and schedules • Encourage employees to utilize alternative modes of transportation when commuting to and from work • Continue to expand flexible work options and remote and hybrid work, for applicable positions, through the Telework and Alternate Work Schedules program, including exploring options such as 4-day work weeks • Encourage local employers to promote CTR, including collaborating with Los Alamos National Laboratory to develop a commuter program and explore flexible work options • Assess County positions to add to the Telework and Alternate Work Schedules program • Assess the recent County commuting survey to better understand commute preferences, challenges, and behavior; design and implement an additional survey if more information is needed • Identify resources to help make sustainable commute choices easier, such as carpool and rideshare programs and partnerships with local employers

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CR1.1: Conduct a vulnerability assessment					
▶	CMO/PD (Emergency Management Commander)	• New Mexico Climate and Conservation Fund • Resilient Communities Fund • BRIC • HMGP • PPRF			• Identify staff time and capacity needed to conduct the assessment • Conduct a climate hazard vulnerability assessment to understand how extreme weather and other aspects of climate change will impact people, services, and infrastructure, particularly vulnerable populations • Identify vulnerable areas and populations and enhance equity-focused response in emergency planning to extreme temperature events, drought conditions, and wildfires • Establish a planning team with key County staff and partners to oversee the vulnerability assessment • Set clear goals and define the scope of the vulnerability assessment • Collect and review relevant climate and demographic data in the County and begin to identify and map vulnerable populations and critical infrastructure/systems • Reach out to local organizations to form partnerships and begin gathering input from communities on perceived climate risk and vulnerability (such as through a survey or workshop) • Align with Hazard Mitigation Plan • Use https://nmclimaterisk.org/ • Consider incorporating climate emergency/public health planning into existing plans • Research funding mechanism such as Energy Savings Performance Contracts for residential households
CC2.4: Expand community partnerships					
▶	CMO	• Resilient Communities Fund • BRIC • NMED Environmental Justice Small Grants Program			• Establish a vision for engagement and formalize partnerships with representatives from LANL, local schools, community-based organizations, Chamber of Commerce, and service organizations • Through the working group/partnership encourage technology development and innovative solutions to addressing climate challenges • Create communication materials to encourage participation, especially targeting community-based organizations representing those most impacted by climate change • Identify other pertinent beneficial partnerships for the County including state agencies and regional planning districts that could offer expertise and resources on CAP implementation

Near-Term

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.2: Establish an energy benchmarking program for County-owned buildings					
▶▶	Lead: PW - Capital Projects and Facilities Support: CMO Sustainability Manager	• IRA			• Identify necessary staff time to devote to program development; secure funding for assessments, upgrades, monitoring, and maintenance • Establish benchmarking criteria to track building energy and water performance in County-owned and operated buildings using the EPA Energy STAR Portfolio Manager Tool • Perform ROI assessments to build the case for necessary upgrades in municipal buildings; identify all relevant County-owned buildings, evaluate energy and water use data, develop strategic plan for building retrofits and/or upgrades • Earmark recurring funding to support efficiency upgrades of County buildings • Monitor smart meters for gas, water, and electricity currently in place in all relevant County facilities, including buildings and light posts • Develop or purchase software for building performance dashboard to track building performance for all County facilities • Share the dashboard with the community to highlight and communicate improvements in energy efficiency • Explore resources from the ENERGY STAR® Portfolio Manager®

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.5: Develop a training program					
▶▶	Lead: CDD Support: CMO and DPU	• Green Building tax incentives • IRA	$$		• Identify necessary staff time to devote to program development • Develop training priorities and program content, based on needs identified by partners, relevant parties, and local contractors • Identify, support, and/or develop free training programs and resources for local and regional contractors, design professionals, County staff (i.e., plan reviewers, building inspectors, and project managers), and interested members of the public to learn green building skills such as electrification, energy efficiency, and water efficiency retrofits, especially during low-construction times of year • Reach out to potential partners to understand training needs and partners' interest in collaborating on the program development or implementation; potential partners may include UNM-LA, NNMC, and Santa Fe Community College; connect with them for information on existing programs • Consider organizing a quarterly open house with contractors • Consider combining outreach and education efforts with BE1.1 and BE1.3, as appropriate
BE1.6: Require electric equipment replacement at burnout for County					
▶▶	CDD	• IRA	Not estimated		• Identify staff time and capacity needed to implement action • Develop policies and programs that will result in replacement of fossil fuel appliances and equipment at the end of their useful life in County-owned and -operated buildings. Policies and programs should focus on major natural gas uses in County buildings, including space/water heating • Identify obstacles that could impede progress on electrification, such as needed infrastructure upgrades, and identify opportunities to address these barriers • Educate County staff on preparing for replacement before burnout (e.g., through audits and appliance replacement plans) • Develop requirements for end-of-life replacement of gas-powered equipment in County buildings with efficient, electric equipment • Consult with contractors and building owners on replacing natural gas equipment with electric

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.7: Encourage electric equipment replacement at burnout for community					
▶▶	Lead: CDD	• IRA	Not estimated		• Identify staff time and capacity needed to implement action • Encourage replacement of natural gas appliances with electric before or as they approach the end of their useful life • Educate community members on how to prepare for replacement (e.g., through audits and appliance replacement plans). Educational programs should focus on major natural gas uses in buildings, including space/water heating, clothes drying, and cooking • As part of this work, the County will identify obstacles that could impede progress on electrification, such as needed infrastructure upgrades, and identify opportunities to address these barriers • Conduct peer city research on similar natural gas equipment replacement programs • Consult with contractors and building owners on replacing natural gas equipment with electric • Educate the public on the benefits of electrification through informational handouts, technical assistance, and workshops • Advocate for change or clarification of the NM Anti-Donation Clause to allow local governments to provide incentives for energy reduction projects • Identify potential partners and advocates for anti-donation clause to allow local governments to provide incentives for energy reduction projects • Begin discussions with our state legislative delegation to identify advocates for amendment • Explore using sustainability criteria in Metropolitan Redevelopment Area plans • Explore how other municipalities are using LEDA and HUD to provide incentives for energy reduction projects

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE2.1: Promote renewable energy					
▶▶	Lead: DPU Support: CMO	• HEEHRA • IRA • Solar Market Development Tax Credit • EMNRD Renewable Energy Production Tax Credit • New Mexico Clean Energy Grants			• Determine staff time and capacity needed to promote this action • Support local and statewide standards for sourcing renewable energy generation and grid modernization • Continue to work with DPU as all energy options are explored to best balance demand with public support and feasibility • Facilitate dialogue with DPU, solar energy providers, and community members to educate and highlight on the status of DPU's distributive generation program and the benefits of solar + battery and grid modernization moving forward • Review results of the DPU Distribution System analysis, which is being conducted to prioritize grid modernization based on current and estimated load distribution • Evaluate effective and viable methods to expand DPU's distributive generation resources in a balanced and equitable manner • Identify existing grants, loans, and financial assistance programs to incentivize carbon-neutral power supplies • Advocate for the development of regional or statewide standards, policies, or resources that advance grid modernization including incorporating storage solutions to expand solar generation potential or providing financial assistance to offset infrastructure costs

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T1.4: Transition County fleet to EVs and reduce idling					
▶▶	PW	• Clean Heavy-Duty Vehicles Program • NEVI Formula Program • IRA			• Work with the County Fleet and Transit Divisions and EV Working Group to transition County vehicle fleet to EVs when replacing a fleet vehicle that has reached the end of its usable life, where feasible • When technology is not available, pursue transition strategies such as right-sizing or hybrid vehicles • Consider aligning with New Mexico state target to achieve a zero-emission vehicle fleet by 2035 • Conduct an inventory of current fleet, if not already available • Assess estimated end of life timelines for fleet to identify priority vehicles • Follow implementation steps for T1.1, T1.2, and T1.3 to increase availability of EV charging sites and infrastructure to support additional EV vehicles • Explore policy options to reduce emissions in current vehicle fleets (e.g., idling policies) • Revise and implement a County operations "no idling" policy to reduce GHG emissions and air pollution associated with gasoline-powered vehicles • Develop and implement an educational campaign for County staff • Consider developing and implementing an educational campaign for community members • Staff may have varying comfort levels in working with EVs; consider polling staff on comfort, concerns, and questions and develop protocols for staff training • County Fleet and Transit Divisions are developing a scope of work for a Fleet Conversion and Transit Conversion studies to include an evaluation of expanding charging capabilities at County buildings. Fleet to include a funding for a Fleet Conversion Study was received as part of the FY25 budget process

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.2: Continue public transit education campaign					
▶▶	PW/CMO	• CMAQ			• Identify necessary staff time to design and implement educational campaign • Partner with the media to continue education campaigns that educate on how to use public transit options, showcase transit connections to bike and pedestrian ways, and feature bus rider stories in an effort to combat fear and prejudice while highlighting advantages and accessibility • Build on Atomic City Transit's marketing plan to increase awareness of the transit opportunities that are available in Los Alamos and retain and attract customers • Continue to teach new riders how to use the Atomic City Transit app and bike racks in an effort to raise Atomic Transit ridership, which is currently low in the County • Develop, review, and understand key performance metrics for community engagement • Partner with Atomic City Transit to develop educational materials such as brochures and videos, to provide through various media channels to ensure the community is informed about the benefits and usage of public transit

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.3: Advocate and partner regionally to improve transit network					
▶▶	PW	• IIJA			• Identify staff time and capacity needed to implement action • Continue to work with partners such as Atomic City Transit, LANL, Los Alamos Public Schools, North Central Regional Transit District, and NM Park and Ride to advocate and engage in regional opportunities to improve the transit network to (1) ensure there are safe non-motorized connections to transit facilities, addressing first and last mile improvements, (2) expand transit access to neighborhoods that are not currently served by transit and to services, jobs, and activities for seniors, people with disabilities, and low-income residents, and (3) increase bike storage at transit centers • Reference the Transit Center Study to identify priority areas for County transit access, emergency services, and opportunities for regional transit collaboration • Use findings from the Transit Study to increase ridership, implement more micro transit options, provide incentives, and increase route frequency • Develop and/or maintain regional transit partnerships • Assess priority needs for expanded transit service, gaps in transit service, and multi-modal connectivity • Advocate to partners for expanded multi-modal transit connections, transit access, and transit stop amenities

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.5: Expand non-motorized transportation options and accessibility					
▶▶	PW	• DOT Transportation Infrastructure Finance & Assistance • IIJA			• Identify staff time and capacity needed to implement action • Identify and implement projects from the 2017 Bicycle Transportation Plan, Trails and Open Space Management Plan, Bicycle Working Group, and Public Works to expand non-motorized transportation options and infrastructure to support biking, walking, and other means of non-motorized transportation. This includes projects to improve and create bike and walking infrastructure, especially in low-income and older neighborhoods, and invest in County-funded sidewalk improvement for safety and accessibility for all users, with a focus on those with limited mobility • Establish a taskforce/advisory committee with a variety of representatives from the community • Identify priority streets for a complete streets program • Identify gaps in the bicycling and pedestrian network and infrastructure • Solicit public input and community feedback on potential improvements through community workshops and surveys • Consider exploring bike, car and scooter share programs that could be implemented

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
MC1.1: Promote circular economy practices					
▶▶	Lead: PW – ES Support: CMO	• CPRG	$		• Identify staff time and capacity needed to implement action • Promote circular economy practices, programs, and policies. At the County level, implement an environmental purchasing policy—a policy promoting the procurement of products and services with lower environmental impacts—for all County government agencies and departments. As part of this, develop and define purchasing policy criteria and decision-making processes • Develop and vet an environmental purchasing policy for County operations in partnership with key County staff • Develop and support community reuse and repair programs, such as fix-it clinics, a community tool library, and local "buy nothing groups" • Support existing programs and resources like the Library of Things and the Los Alamos County Eco Station • Work in consultation with local businesses to promote local reuse centers and practices • Conduct peer city research on circular economy practices • Assess locations for community resource centers • Purchase and/or run a donation drive to collect resources for community resource centers
MC1.2: Expand and refine waste data tracking, reporting, and goals					
▶▶	Lead: PW Support: CMO		$ $		• Identify staff time and capacity needed to implement action • Building on current work, expand waste data tracking and reporting methods to establish new goals, including new zero waste targets and management plan • Conduct and expand the scope of future waste characterization studies to include additional sectors (commercial and multifamily) and waste streams (recycling and compost), as well as a more detailed material list for sorting • Update the County's current waste goals and targets to align with zero waste and source reduction priorities, including outlining specific actions and assessments needed to achieve these targets • Assess current waste characterization for gaps in material types and sectors • Develop an updated material list for waste characterization

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
MC1.3: Implement food waste prevention and diversion program					
▶▶	Lead: PW Support: CMO	• USDA (Food waste reduction program)	$$ 🍃		• Identify staff time and capacity needed to implement action • Continue to establish and implement the municipal food composting program. In the short term, prioritize outreach on the new food compost program for high generators of food waste, and in the long-term, look to expand to curbside collection for residents and consider accepting and incentivizing compostable paper and other compostable packaging • Facilitate a food waste prevention network between businesses, non-profits, and research institutions to develop systems and infrastructure to reduce food waste and foster connections between sources of unwanted food and communities in need • Partner with local businesses, restaurants, grocery stores, and food pantries to raise awareness of edible food recovery programs • Build upon existing Zero Waste Los Alamos resources and education campaign that provides food shopping, prep, and storage techniques to reduce spoilage; recipes to reduce food waste; and messages on reducing waste • Perform a waste audit to better understand food waste across the community • Reach out to local food banks to develop partnerships and co-create strategies to improved food waste prevention and diversion • Begin targeted outreach with entities that are high food waste generators
NS1.1: Promote urban forest stewardship and tree preservation					
▶▶	CSD	• Urban & Community Forestry Program	$ 🍃🍃🍃		• Identify staff time and capacity needed to implement action • Reduce the effects of extreme heat and promote healthy communities by increasing native, drought-friendly vegetation cover and enforcing the County's existing tree preservation and mitigation policy • Promote urban forest stewardship through an equitable and inclusive community tree planting and preservation program, focusing "greening" in areas with lower tree coverage and higher exposure to extreme heat • Review and update the County's tree protection ordinance • Develop a plan and guiding principles for urban forest stewardship events and educational campaigns • Develop an incentive system for landowners to plant and maintain trees on private property

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
NS2.2: Develop a water security strategy					
▶▶	DPU	• The Drinking Water State Revolving Loan Fund • IIJA • BIL • NMED Water Quality Grant Program	$$		• Determine staff time and capacity needed to conduct water risk assessment • Align with the The Los Alamos Long Range Water Supply Plan (2017) and Source Water Protection Plan (2003) to develop a water security strategy and drought preparedness plan to address water shortages and prepare for climate impacts • Promote collaboration and data sharing on water resources with other jurisdictions, and revise land use practices to conserve water in the county • Expand existing water conservation programs which encourage the community to reduce daily water use and educate residents on water sources and supply • Explore peer jurisdictions'' water management plans and incorporation of water management into emergency preparedness plans • Identify gaps in the County's Long Range Water Supply Plan and Source Water Protection Plan
NS2.3: Encourage sustainable landscaping and water conservation					
▶▶	DPU	• Native Plant Society of New Mexico • CIG • NMED River Stewardship Program • NMED Water Quality Grant Program	$$		• Identify staff time and capacity needed to implement action • Reduce water consumption from landscaping by planting native and climate appropriate plants • Work with landscape companies and homeowners to educate drip irrigation and low pesticide management techniques • Support the Water and Energy Conservation Program and Water Rule W-8 to reduce potable water use and encourage management of reclaimed water • Develop education on interpreting individual water consumption data to determine general outdoor usage • Explore options for rebate programs that provide assistance in water efficiency landscape practices such as replacing grass • Align with NS2.2 to determine staff time and capacity needed to develop a long-term county water plan that identifies resources, plans for growth, and outlines a path for conservation • Work with partners to begin to identify opportunities to reduce water use at County facilities (e.g., low flow toilets) and recreational areas (e.g., alternative irrigation methods for golf courses)

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CR2.1: Encourage adaptation upgrades					
▶▶	CMO	• Resilient Communities Fund • BRIC • DOE WAP • DOE EECBG • New Mexico Clean Energy Grants			• Form a planning team with key County staff or with Environmental Sustainability Board to identify grants to offer rebates/incentives, including determining eligibility • Solicit grants to offer rebates and incentives for eligible entities to encourage adaptation upgrades on residential and commercial properties (e.g., reducing paved areas to address runoff and heat, installing green roofs, permeable pavement, air filters, fans) • Research and compile a list of potential funding opportunities from federal, state, and private sources • Develop grant proposals and involve community members and local businesses to gather input and support
CR2.2: Embed climate adaptation and resilience in County operations					
▶▶			Not estimated		• Embed climate adaptation and resilience across County operations • Review plans, policies, programs and operations with a climate adaptation and resilience lens, including current Emergency Management Plan • Update plans and policies to include adaptation and resilience strategies • Integrate into Project Management and Interdepartmental Review Committee review of buildings and projects to consider energy and water efficiency, EV readiness, and zero waste strategies • Improve climate literacy of County staff
CR2.3: Address and prepare for heat and other climate impacts					
▶▶			Not estimated		• Address and prepare for heat and other climate impacts in Los Alamos • Incorporate extreme heat preparedness and response into the County's emergency management plan or consider developing an emergency heat response plan • Implement a neighborhood cooling program, including partnering with local nonprofits and organizations to provide resources and check in on vulnerable residents during extreme heat events • Implement County cooling centers for the community in collaboration with community partners • Based on the findings from the vulnerability assessment (CR1.1), develop and implement additional adaptation and resilience strategies

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CC1.1: Develop a sustainable business certification					
▶▶	DPU	• Resilient Communities Fund • BRIC • LEDA			• Identify staff time and capacity needed to implement action • Collaborate with local businesses and relevant relevant parties to develop and promote a certification program or labeling system that recognizes businesses that adopt sustainability measures such as energy efficiency, waste diversion, sustainable landscaping, and sustainable product sourcing • As part of the certification program development, define sustainability criteria and guidelines • Connect with local business leaders and relevant relevant parties to design the certification program and define sustainability criteria and guidelines • Promote this program in conjunction with Los Amalos County Chamber of Commerce
CC2.1: Facilitate equitable public participation in planning					
▶▶	CMO	• Resilient Communities Fund • BRIC • NMED Environmental Justice Small Grants Program			• Identify staff time and capacity needed to implement action • In addition to providing robust and equitable education to help prepare vulnerable communities for climate impacts (CR1.2), actively seek input from marginalized or vulnerable populations in climate policy-making processes by expanding ESB membership. In Los Alamos, more vulnerable communities may include communities of color, low-income residents, older adults, and non-English speaking residents • Identify vulnerable community members, community leaders, and community organizations to collaborate with • Convene a community leader group to collaborate with the ESB and plan for engaging vulnerable populations in climate planning

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
CC2.2: Monitor and share climate action progress					
▶▶	CMO	• Resilient Communities Fund • BRIC			• Consistently monitor CAP implementation progress through an online dashboard or website that provides climate action information and resources to community members, businesses, and relevant parties • Work with consultants and/or staff members to design and launch an online dashboard or website to track and display CAP implementation progress and provide climate action information • Establish a system for regularly updating data on CAP implementation and annual progress updates • Provide annual progress updates to County Council and the ESB • Provide regular updates at County Council meetings on plan progress and provide updates to community
CC2.3: Collaborate with local Pueblos					
▶▶	CMO	• Resilient Communities Fund • BRIC • CDBG • NMED Environmental Justice Small Grants Program			• Identify staff time and capacity needed to implement action • Work with local Pueblos to share resources and ideas on climate change issues, and align with relevant plans such as the Pueblo de San Ildefonso Climate Action Plan • Support the County's efforts to build equitable partnerships with local Pueblos through the Progress through Partnering initiative, regional, or one-on-one projects to increase green workforce training offerings, clean energy access, transit, and public safety and wellbeing • Initiate meetings and discussions with local Pueblos to exchange resources and ideas on climate change issues • Co-develop a plan for partnership and engagement, building off the Progress through Partnering initiative

Mid-Term

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
BE1.1: Establish an energy benchmarking program for commercial buildings					
▶▶▶	Lead: DPU Support: CMO; CDD; partner with Chamber or Housing partners	• IRA • LEDA			• Identify necessary staff time to devote to program development • Establish benchmarking criteria to track building energy and water performance in commercial buildings, including offices, restaurants, hotels, and other business facilities • Develop benchmarking criteria through research of similar programs and discussions with relevant parties • Identify and compile list of existing incentives • Offer education and promote existing incentives • Encourage commercial customers to share data to promote energy efficiency improvements • Identify and formalize relationships with community partners, such as the Los Alamos Chamber of Commerce, to help develop and promote a program • Develop education program, including developing promotional/educational materials and identifying priority businesses and buildings • Educate building owners on potential cost benefits of efficiency upgrades where necessary • Consult the business energy efficiency program through NM State University as a resource
T1.3: Promote EV readiness					
▶▶▶	CDD	• NEVI Formula Program • IRA • Charging and Fueling Infrastructure Grant Program	Not estimated		• Identify staff time and capacity needed to implement action • Incentivize and educate about EV readiness for new and redeveloped single family homes. Encourage a certain number of EV chargers in multi-family housing, commercial developments, and community gathering spaces, including increased access for affordable housing units • Collaborate with relevant parties, including developing and distributing guidelines and resources for contractors and developers to encourage EV readiness and charging infrastructure • Determine proportion of EV chargers to units needed per multi-family development and commercial builds

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
T2.4: Encourage multimodal transportation					
▶▶▶	CDD	• ATTAIN • IIJA			• Identify staff time and capacity needed to implement action • Provide educational resources for commercial property owners and consider updating land use codes to increase bike storage options, preferred parking for carpools, and shared vehicles to promote multimodal transportation options • Develop and provide educational resources for property owners—which could include flyers, brochures, and webinars—to increase bike storage options, preferred parking for carpools, and shared vehicles to promote multimodal transportation options • Develop outreach campaign plan for providing educational materials and resources to property owners • Consider updating land use codes to increase bike storage options, preferred parking for carpools, and shared vehicles to promote multimodal transportation options • Research peer jurisdiction examples of similar land use codes • Build off of the Development Code's Parking Alternatives and Reductions section, which allows for reducing the parking requirements for commercial properties that have bike storage or repair facilities
MC1.4: Promote C&D recycling and reuse					
▶▶▶	PW	• Recycling and Illegal Dumping Grant			• Identify staff time and capacity needed to implement action • Provide a construction and demolition (C&D) recycling, salvage, and deconstruction toolkit for construction professionals which includes how-to instructions, contact information for local service providers, and information on low-carbon and recycled building materials • Promote educational resources for building professionals through permit counter brochures, industry events, and industry publications • In the long-term, acknowledging the current limitations of local C&D recycling markets, consider a C&D recycling ordinance which requires that C&D project waste is minimized, reused, or recycled; or evaluate an incentivized approach by offering reduced rates for separating reusable C&D materials • Conduct peer city research on successful C&D recycling programs and ordinances • Facilitate conversations with construction professionals to understand challenges and priorities and how the toolkit could be most helpful • Develop educational resources and toolkit for construction professionals

Timeframe	Lead	Funding	Relative Cost & Impact	Scope	Immediate Next Steps & Other Considerations
MC1.6: Implement the zero waste strategy					
▶▶▶	PW	• Recycling and Illegal Dumping Grant	$$ 🍃🍃		• Identify staff time and capacity needed to implement action • Implement all other recommendations outlined in the Zero Waste Strategy (ZWS) to continue to reduce the generation of waste and improve the focus to enhance waste reduction, recycling, and composting • Plan for mid- and long-term strategies and actions outlined in the ZWS • Promote and expand existing recycling services and programs, including evaluating curbside food scrap collection programs and increasing participation in existing programs such as the refrigerant recycling programs • Invest in long-term programs that promote source reduction and alternatives to landfill, such as education and behavior change programs and research • Develop an implementation plan for the zero waste strategy • Evaluate avenues for reducing consumption associated greenhouse gas emissions through sustainable purchasing and consumption/disposal of food, goods, and services • Build necessary partnerships for implementation
NS2.4: Provide greywater reuse education					
▶▶▶	DPU	• BIL	$ 🍃🍃🍃		• Identify staff time and capacity needed to implement action and identify funding needed for rain barrel purchases • Promote greywater systems for residents, including providing free rain barrels to homeowners to capture and reuse rainwater • Develop new educational programs for the community on the environmental and financial benefits of reusing rainwater and greywater • Continue and investigate expansion of greywater programs and uses, building on the County's current programs • Collaborate with community groups to share educational materials